



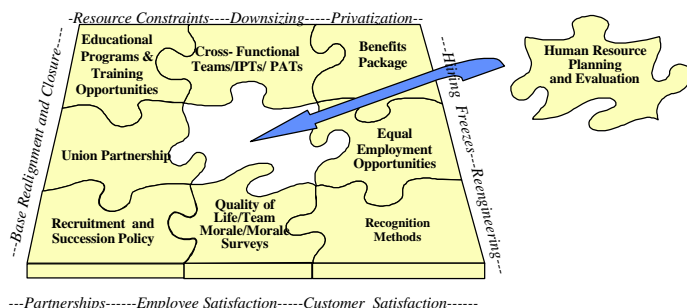
## 4 HUMAN RESOURCE DEVELOPMENT AND MANAGEMENT

### 4.1 Human Resource Planning and Evaluation

SSCOM's human resource planning and evaluation are aligned with our strategic and business plans and address the development and well-being of our entire work force.

#### 4.1a Translating Strategic and Business Planning to Specific Human Resource Plans

Human resource planning and evaluation is a two-fold iterative process that plans for the alignment of our human resources with our goals (sections 3.1, 3.2) and provides assessments of employee well-being and satisfaction (section 4.4), that are fed back into planning. Our Human Resource Plan is aligned with our vision and strategic initiatives through the process outlined at the strategic level in Figure 3.1 (section 3.1). It outlines a long-range plan for maintaining, strengthening, educating and empowering our work force.



**Figure 4.1.** The integration role of human resource planning and evaluation

Human resource planning and evaluation supports all SSCOM Goals, particularly SSCOM Goal #4: "Provide for a quality infrastructure and improved quality of life and work environment for all employees." Figure 4.1 depicts the integration role of human resource planning and evaluation for employee programs and benefits. The perimeter puzzle pieces represent our employee programs and benefits while the center "planning and evaluation" piece integrates all the other pieces. We carefully take into account the

factors surrounding the puzzle in order to be successful in meeting SSCOM goals and employee present and future needs.

Individual performance objectives are developed through an interactive, live process between employee and supervisor to tie the employee's knowledge, skills and capabilities to the goals of their directorate (section 4.2b). We plan to extend this process of alignment from individual objectives to ultimately command strategic initiatives (Figure 3.1).

We provide rapid response to our customers by utilizing highly empowered teams which improve flexibility and innovation in work design (section 4.2a).

SSCOM has a Reengineering Champion who considers alternate organizational designs to support improvement. Two examples of how we reorganize and realign resources to meet our goals are:

- The restructuring of SSCOM (PM-Soldier) to Functional Teams, Product Line Teams and Platform Teams. Each team has its own funds, engineers, logisticians and resource managers, which provides more focused support to our customers.
- The establishment of the SSCOM PM-Soldier Support Office. We realigned in-house personnel to allow for accelerated responses to customer questions regarding the life cycle management of field-service support items.

An example of how we plan for changes in demographics is our Transfer of Function PAT, which is planning the transition of the Integrated Materiel Management Center function from the Aviation and Troop Command, St. Louis, MO to SSCOM in FY97. Approximately 160 employee slots and capabilities will be transitioned to our command.

We address downsizing and recruitment by supplementing our work force with contractors, summer faculty (teachers and professors), students and veterans, based on our goals.

Specific pieces of human resource planning are captured in our *Quality of Life* booklet, which focuses on such elements as:

- Labor-management partnership (section 4.2a)
- Awards and recognition (section 4.2b)
- Education and training opportunities (section 4.3)

On-site college courses (section 4.3b)  
 Employees benefits assistance (section 4.4)  
 Quality of life enhancement (section 4.4)  
 Flexible work schedule (section 4.4b)  
 Work-at-Home options (section 4.4b)  
 On-site child care services (section 4.4b)  
 Army Community Services Office (section 4.4b)

#### **4.1b Evaluating and Improving Human Resource Planning**

We evaluate and improve our human resource planning and practices, as they relate to our goals, through feedback mechanisms. We obtain feedback from customers through key listening and learning forums (Figure 7.3). We obtain feedback from employees through the Morale Survey (section 4.4c), Team Morale (section 4.4c), in-house surveys (sections 4.3b, 4.4b, 4.4c) and Straight Talk (section 1.2a). This information is then used to incorporate improvements into our short- and long-term human resource planning. Results of Morale Survey improvements are in Figure 6.38.

Our work force profile is updated for management review on a monthly basis. The profile consists of work force demographics, including such work force information as average age, diversity, education level and retirement eligibility. The data in this profile are fed into the Human Resource Plan for future planning efforts.

### **4.2 SSCOM's High-Performance Work Systems**

Our Strategic Goals #4 and #5 (see Figure 2.2) acknowledge our commitment to developing a workforce that is focused, multidisciplined and empowered in order to better serve our customers and meet or exceed their expectations.

#### **4.2a How SSCOM's Work and Job Design Promote High Performance**

We use planned and continuing changes in work and job design to promote high performance throughout the organization. We have continually evolved the organizational structure and approach

away from traditional hierarchical structures since the activation of SSCOM.

To increase the use of teams, matrix support and other flexible work structures, every major element of the Command has changed its organization. There has been a corresponding decrease in the number of supervisory levels and of supervisors in an effort to empower the work force. At least 67% of SSCOM's employees work in organizations that have realigned since November 1994 in order to better integrate our available resources.

Six examples of empowering our teams through increased flexibility in structure, decision making and span of control are discussed below:

- Mobility Directorate
- Force Provider
- Individual Camouflage Team
- Strategic Communications
- Labor-Management Partnership
- Team Morale

The NRDEC Mobility Directorate (MobD) realigned in October 1995 from a commodity-based hierarchy to a functional-based teaming arrangement. This change was prompted in part by the analysis of survey data within MobD from 1994 and 1995. The surveys reflect strong support for a teaming approach and dissatisfaction with the current structure. The realignment resulted in the creation of self-directed and cross-disciplinary work teams (mechanical and aerospace engineers, physical scientists, etc.), which helped to create a more flexible, adaptable and responsive work force. The realignment had the additional advantage of expanding the dual-career path concept so that those seeking advancement did not have to switch from a technical to a supervisory track to be promoted.

The Force Provider team effort is an example of an integrated approach to developing and fielding equipment systems in support of the warfighter. This effort, however, was not limited to internal SSCOM organizations but also included other Army, U.S. Air Force, and private industry elements. Results are in section 6.1.

The Individual Camouflage Team has operated for over two years as a self-directed work team and features the creation of two additional teams to meet specific objectives in related areas.

The Strategic Communications Team was formed recently from elements of the Information Management Directorate and assigned to the Customer Liaison Group to integrate better our customer relations themes and messages for our various customers. SSCOM is committed to providing a flexible and rapid response to customer requirements. There are numerous mechanisms used to understand fully those requirements. The Customer Liaison Group was originally formed to link the diverse efforts of the communications, marketing and customer interface elements. The formation of the new team was based on our continuing self-assessment of organizational activities.

**Labor-Management Partnership.** In addition to refining our organizational approaches, SSCOM has redefined the traditional adversarial relationship with the union to build a joint, participative approach to making SSCOM a more efficient and better organization. A Labor-Management Partnership agreement was signed in July 1995 by the President of the National Association of Government Employees local and the Commanding General to further this approach. The goals of this partnership are to jointly identify and craft solutions to problems and concerns that arise in the workplace. There is a mutual sharing of interest through scheduled monthly meetings with the Director of Personnel and quarterly meetings of the Partnership Council.

The Union President attends the Commander's weekly Command and Staff meetings and is a member of the SSCOM Command Group Team. The results of these efforts in decreasing grievances are illustrated in section 6.3.

**Team Morale and Current Issues.** The SSCOM Team Morale, which is composed of senior management, civilian and military staff and union representatives has been charged by the Commander to improve the quality of life and work environment for all employees. Their accomplishments include: the accelerated renovation of restrooms; the establishment of an informal awards program to reinforce SSCOM values; increased communication efforts leading to a greater understanding by the workforce of such quality of life issues as heating and air conditioning policies.

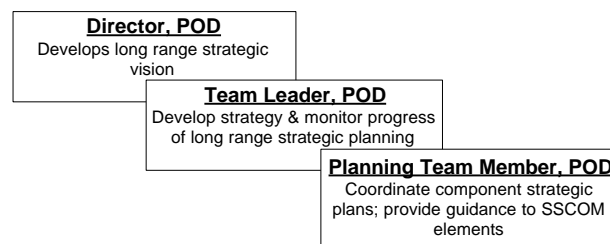
A current initiative is a study of barriers to effective communication within the command which was an

issue identified in the 1994 Morale Survey. This area was also included in the Morale Survey which was administered in May 1996 and the results will be compared to the 1994 survey.

**Performance Feedback.** SSCOM is moving away from traditional supervisor only performance assessments. The Training for Executive Excellence program offers leaders a confidential program to obtain 360 degree feedback from superiors, peers and subordinates on leadership performance and potential. Participants are guided by a trained facilitator in the interpretation of the contractor-developed assessment. Participants then prepare personal development plans to address areas which need strengthening. Although the program was originally voluntary, SSCOM is planning to make it mandatory and directly link the development plans to performance appraisal objectives. This will allow for a more formal assessment of leadership training requirements and progress.

#### 4.2b Approaches to compensation and recognition reinforce the effectiveness of work and job design and performance improvement

SSCOM has fully implemented the Total Army Performance Evaluation System (TAPES) which requires a series of manager-employee discussions in which plans and objectives are periodically evaluated. Customer satisfaction and teamwork, two of SSCOM's Values, are receiving greater emphasis in this process. As teaming efforts have increased so has the evolution of this performance evaluation system. For example, the teams within the Plans and Operations Directorate (POD) have evolved from having all POD staff with the same team objectives to a process where the different Team leaders' TAPES objectives are in support of the Director's TAPES and the individual team member's TAPES are in support of the Team leader's. Figure 4.2 illustrates this process. This approach will be cascaded throughout SSCOM as



**Figure 4.2.** Integrated performance objectives

new rating cycles are completed and new organizational structures are implemented. The results derived from these linked TAPES objectives serve as the basis for annual monetary performance awards, which can range up to 5% of salary.

**Annual Awards.** The centerpiece of SSCOM's employee recognition program is the Annual Awards Ceremony. The redesigned process increases employee involvement and peer evaluation and places further emphasis on customers, teamwork and SSCOM's Values. The "Academy Awards" style presentation makes the ceremony more enjoyable, increases its visibility and more closely aligns our awards with SSCOM's Vision and Strategic Goals. We recognize both individual and team accomplishments throughout SSCOM's diverse civilian and military work force.

Among the hallmarks of this process are peer nominations and review for these awards as well as the involvement of our local union in the selection of command recipients. Figure 4.3 shows a representative selection of the Annual Award categories and their linkage to SSCOM Values. A single award is presented to an individual or team in each category.

| SSCOM Values                       |            |          |                 |                       |        |                         |
|------------------------------------|------------|----------|-----------------|-----------------------|--------|-------------------------|
|                                    | Leadership | Teamwork | Professionalism | Caring and Supportive | Ethics | Effective Communication |
| Science and Technology Development |            | X        | X               |                       |        |                         |
| Project Officer                    | X          | X        | X               |                       | X      | X                       |
| Customer Focus                     |            | X        | X               | X                     | X      | X                       |
| Teamwork                           |            | X        | X               | X                     | X      | X                       |
| Administrative                     | X          |          | X               | X                     | X      | X                       |
| Project Management                 | X          |          | X               |                       |        |                         |
| MVP/Military                       | X          | X        | X               |                       | X      |                         |

**Figure 4.3** Link of SSCOM Values and Annual Award categories

**Other Recognitions.** In addition to traditional cash Performance and Special Act awards, SSCOM not only utilizes other government and Army programs but has developed noncash recognition activities to reinforce the effectiveness of employee actions that reflect our values and strategic intent.

These awards provide flexibility to recognize positive behavior without regard to budget restrictions and to also acknowledge the effectiveness of noncash motivational factors. Commanders and directors at all levels recognize efforts through nominations for such

awards as Certificates of Appreciation, Employee of the Month and various honorary awards.

SSCOM has instituted a Positive Leadership Award, which is for supervisors who have demonstrated outstanding qualities in leading their organizations; the unique aspect of this award is that it is based upon the recommendation of at least half of the employees in the group. Another example is the Informal Recognition Program developed by Team Morale that makes available to leaders several types of recognition devices, such as hats monogrammed with the SSCOM logo, which can be presented to employees immediately without any paperwork requirements.

### 4.3 Employee Education, Training and Development

#### 4.3a SSCOM Uses Training and Education To Build Organization and Employee Capabilities

SSCOM takes pride in the educational depth and diversity of its workforce. Comprehensive educational programs encourage our people never to stop learning. During the past year SSCOM spent approximately \$2M on employee training. Our education and training strategy, as outlined in section 4.1, builds our product and service capabilities and is aligned with our Strategic Goals (Figure 4.4 ).

| Training Categories  |             |            |            |            |               |              |
|--|-------------|------------|------------|------------|---------------|--------------|
| Command Goals  | Acquisition | Automation | Technology | Leadership | Admin Support | Quality Mgmt |
| Integrate and Deliver Technologically Superior Items/Equipment/Systems to the Warfighter                 | X           | X          | X          | X          |               | X            |
| Implement Acquisition Practices that Mirror the Best Commercial Practices of World-Class, Private Sector | X           | X          |            | X          |               | X            |
| Provide Robust, Flexible, Soldier Systems Logistics Support  | X           | X          |            | X          | X             | x            |
| Provide for a Quality Infrastructure and Quality of Life and Work Environment for all Employees          |             |            |            | X          | X             | X            |
| Focus on Quality and Results for the Customer  | X           | X          | X          | X          | X             | X            |
| Retain and Expand Our Customer Base  |             |            |            | X          |               | X            |

**Figure 4.4.** Linkage of Training to SSCOM Goals

An example of our systematic approach is our substantial training efforts to develop world-class

acquisition practices. The Training Office works with the Acquisition Improvement Program Officer to provide on-site training in support of this key objective. This effort includes Integrated Product and Process Design, Contracting Officer's Representative, and Performance Specifications courses. Acquisition cost and cycle time reduction are discussed in section 6.2.

Further emphasis in this area involves certification of the acquisition workforce. The Training Office provides detailed guidance and assistance to these employees in meeting the requirements of their positions. Five Defense Acquisition University (DAU) courses were offered on-site in FY96. In addition, we actively pursue off-site attendance for a variety of DAU courses. Seventy percent of the acquisition workforce is now certified.

The Core Curriculum Program for NRDEC scientists and engineers, developed jointly by managers, employees, and training specialists provides a systematic approach to career planning from entry through senior levels (Figure 4.5). The Core Curriculum supplements acquisition requirements with a series of sequential and progressive courses and developmental assignments. The training focuses on leader development, quality management, project and program management, and continuing graduate education. PM-Soldier utilizes a similar approach designed to strengthen acquisition expertise.

|  | *Required  | *Recommended   |
|--|--|--|
| Level I<br>(GS-5 thru 7)   | Acquisition Fundamentals<br>Quality Management<br>Intro to SSCOM & Fed.<br>Service | Technical<br>Courses/Seminars<br>Business Courses                                    |
| Level II<br>(GS-9 thru 12)   | Intermediate Acquisition<br>Project Management<br>Briefing & Pres. Skills          | Graduate Study<br>Development Assign<br>Quality Management                           |
| Level III<br>(GS-13 thru 15)<br>separate technical &<br>managerial paths | Advanced Acquisition<br>Leader Development   | Graduate Study<br>Development Assign.<br>Senior Staff Colleges<br>Quality Management |

\* Not a complete listing

**Figure 4.5.** Core curriculum career planning

SSCOM also has a training program for administrative support personnel. Based on a recommendation from a management study of our staffing situation, this program addresses both technical and personal

development of this key part of the work force. This program (Figure 4.6) is in its second year.

| Partial List of Courses/Seminars |
|----------------------------------|
| Exceptional Customer Service     |
| Writing for Results              |
| Management Skills                |
| Presentation Skills              |
| Professional Image               |
| Internal Policies & Procedures   |
| Total Quality Management         |

**Figure 4.6.** Administrative support training program

SSCOM's quality journey began with a series of quality management classes for supervisors. With this foundation solidly in place, each organization is continuing the quality journey by conducting workshops for all levels on tools and techniques of team building, coaching and empowerment, customer service, communication skills, and conflict resolution. A Quality Management Overview is also available for new employees or as a refresher. These training initiatives support our emphasis on customer focus and satisfaction (Chapter 7).

Leadership training is an area of increased emphasis. A leadership Development Curriculum has been briefed to the Command and Staff Team (CAST), which identifies training opportunities designed to reinforce the Army's Nine Leadership Competencies.

Developmental assignments are available within and outside the organization and are widely publicized and supported by leadership to encourage participation. External locations include customer organizations, funding control points, international liaison organizations, and Army policy agencies. An SSCOM employee was selected by higher headquarters for a two year field assignment as a science adviser. Such assignments directly support the strategic goal of retaining and expanding our customer base.

Our employees have had success in applying for various centrally funded opportunities including the Acquisition Tuition Assistance Program and Long-Term Training, which generally involves full-time

graduate study. Participation in these programs supports our goal to deliver technologically superior systems to the warfighter. A command employee who has completed several external developmental assignments is one of only 10 employees selected from the entire Army civilian workforce to participate in the prestigious Army War College one-year resident program beginning in the summer of 1996.

### **4.3b SSCOM Evaluates and Improves the Design, Delivery and Reinforcement of its Education and Training**

Employees and managers have primary responsibility for determining training needs with Career Program Managers and Employee Development Specialists readily available to offer options and advice. A mentoring program is being established to provide an additional source of guidance. After appropriate research and discussion, an Individual Development Plan is prepared to ensure realistic and attainable objectives are in place. Course availability and schedules are widely publicized to assist in this process. Individual needs are consolidated by each organization and forwarded to the Training Office. This results in on-site courses if there is sufficient demand and coordination or other assistance in satisfying more specialized requirements. In addition, employees participate in supplemental reviews, such as the automation needs survey, which led to several new courses both on and off-site, to ensure our training program is always responsive to organizational needs.

A good example of employee involvement in education design and delivery is the on-site college program, which began with a survey of the work force to determine employee needs and preferences. Proposals for an accelerated undergraduate program were then requested from local colleges. Finalists briefed the work force and answered questions, and a selection team then picked the best program for our needs. Evening classes began in the spring of 1996. Employees may formally enroll in the school's program or take courses and apply the credits elsewhere. School representatives discuss upcoming course offerings and schedules with the Training Office and are available to meet with current and prospective students during duty hours.

Leadership is committed to providing training throughout the organization to achieve strategic goals.

We have our own classroom, with automation equipment, and many courses are brought on-site to reduce costs. In addition to Defense and Army sources, we take full advantage of the many colleges and universities in the Boston area. Our training investment has helped develop skills and capabilities in support of our Business Plan despite a steady decline in the size of the work force.

Acquisition reform has had a major impact on our work, and training in this area is put to immediate use. Courses in Integrated Product and Process Design and Performance Specifications are good examples. Automation training is also reinforced through immediate on-the-job application. Reinforcement of training is part of the performance appraisal process. Counseling sessions occur at the beginning, mid-point, and end of the annual rating period, and include discussion of Individual Development Plans.

Employees who complete extended training may also expect to apply new knowledge skills to more challenging assignments. The Associate Technical Director of the NRDEC is a graduate of the Army Management Staff College, the NRDEC Director of Mobility completed an 18-month resident program at the Naval Postgraduate School, and the Deputy Product Manager for Soldier Support is a graduate of the DAU Advanced Program Management Course.

Education and training are evaluated and improved beyond the usual individual course evaluations. One example is the Core Curriculum Program, which we regularly review and is currently being revised based on user feedback, changing acquisition requirements, and new Army training guidance for scientists and engineers.

Broad training areas, such as administrative support and leadership are regularly discussed at the CAST meetings. Based on guidance from the CAST, training programs are revised and updated to reflect changing requirements.

The Training Office now maintains records in accordance with the categories identified in Figure 4.4, which makes it easy to focus on what has been done by category and what improvements may be appropriate. The leadership category is a current area of emphasis (section 1.1). Finally, as part of the annual process to identify requirements, all employees are encouraged to submit comments and

recommendations to improve the command training program.

#### 4.4 Employee Well Being and Satisfaction

Inspired by Hal Rosenbluth's book, *The Customer Comes Second*, SSCOM leaders know employee satisfaction is key to achieving customer satisfaction and business success. This belief is reflected in our SSCOM Value to be caring and supportive and our Strategic Goal to provide a quality infrastructure and quality of life and work environment.

##### 4.4a SSCOM fosters a Safe and Healthful Work environment

SSCOM advances the health of its employees and the safety of their work environment with an on-site Occupational Health Clinic, Environmental Safety and Health Office, and sponsorship of a wide variety of health and safety services and activities. These include:

- Hazardous Work Exposure Medical Surveillance Program
- Health screenings - health history, hearing, vision, blood pressure and blood checks
- Influenza vaccinations
- Weight monitoring check-ins
- Biennial on-site mammography examination
- Free personal safety equipment
- Light-duty work program
- Safety awareness training
- Ergonomics program with worksite evaluations, review of equipment purchase requests, ergonomics training, and ready availability of ergonomics equipment at Self-Service Supply
- Promotional health programs—back safety, Cancer and Your Diet, Health Nutrition Month.

**Health and Safety Awareness Days.** The most recent initiative, SSCOM Health and Safety Awareness Days, is proving a resounding success with 350 employees participating each day of the two-day program. On the first day 30 community representatives provided the work force with diagnostics, exercise, massage and safety-related products plus alternative approaches to medicine, such as acupuncture and herbs. The second day, dedicated to healthy

eating with a taste test of low and no fat foods, featured William P. Castelli M.D., a world-renowned crusader for cardiovascular wellness. A cooking demonstration and lecture emphasized simple life style changes to improve the quality and duration of one's life.

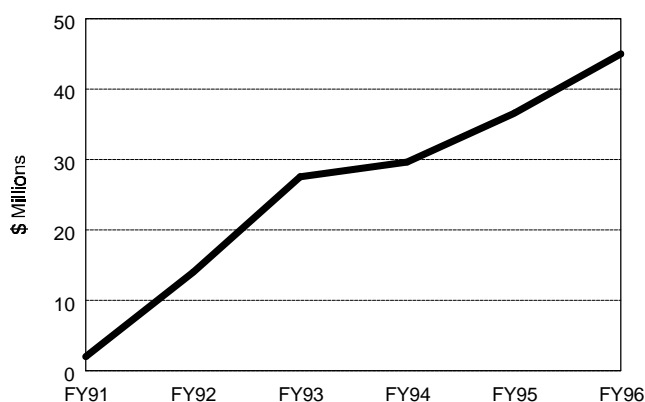
Through these activities, SSCOM is forging a partnership with employees to support a safe and healthful work environment and to encourage personal responsibility for safe and healthy work and lifestyle choices.

##### 4.4b SSCOM Enhances Civilian and Military Quality of Life

Events such as a "Hail and Farewell" at the Officer's Club, Friday "Casual Day," Organization Day, "Take your Daughter/Son to Work," Military Family Day Picnic, Holiday Season Door Decorating Contest, and the SSCOM Hall of Fame honoring personnel who have made outstanding, long-term contributions promote esprit and camaraderie at SSCOM.

Building on these positive efforts, SSCOM ensures prompt, effective responses to employee grievances and complaints to enhance morale. Effective, informal resolution of complaints has enabled employees to raise and resolve issues of concern.

**Facilities Improvements.** Planned aggressive facilities improvements, executed over the last six years, have resulted in an investment of \$44.9 million, including \$17 million for the state-of-the-art Doriot Chambers renovation (Figure 4.7). These improvements, detailed in section 6.2, enhance employee quality of life by creating efficient, modern



**Figure 4.7.** Cumulative investment in facility improvements



facilities. SSCOM Morale Survey data, available from 1994, guide the selection and timing of specific improvements affecting employees' quality of life (section 6.3).

**Individual Development and Balancing Work and Family.** Attention to quality of life at the workplace is at the start of SSCOM's commitment to employee satisfaction, but at its heart are policies and programs that advance individual-development interests and needs. These include:

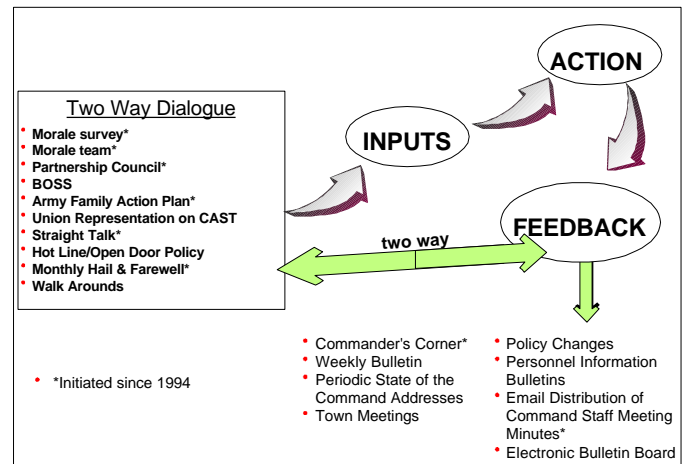
- Career and Personal Counseling: Career Program Advisors and education program counseling; revitalized mentoring program; free, confidential on-site professional counseling for employees and family members; comprehensive two-day preretirement planning seminar; Army Community Services Office; and electronic posting of helpful general information, e.g., how to access personal financial credit reports.
- Recreational and cultural activities: ski trips, dinner theaters, outings to sports events, New York City and outlet shopping trips, museum and movie ticket discounts and other activities throughout the year
- Recreational and fitness programs: on-site weight room, physical fitness equipment, outdoor swimming pool, softball, golf, volleyball, basketball and tennis leagues, a jogging trail with exercise fitness stations, a boat ramp, sports equipment, camping equipment and boat rentals
- Cultural diversity programs: speaker presentations, dramatic enactments, audience participation, and ethnic food sampling.

**Balancing Work and Family Responsibilities:**

- On-site child care center; child care and camp resource information; on-site minimall with a cafeteria, Post Exchange, credit union, travel agency and barber shop; generous leave policies including advances, leave transfer and sick leave use for family medical care, bereavement and adoption; maximum flexibility to select and vary start and quit times each day and to vary the workday length; and Work-at-Home opportunities for individuals in recuperation and/or to ease commuting and enhance productivity.

#### 4.4c SSCOM Constantly Assesses Employee Satisfaction, Well Being, and Motivation

As illustrated by Figure 4.8, multiple mechanisms provide a continuous feedback loop to surface,



**Figure 4.8.** The communication loop

understand and respond to concerns. The assessment of employee satisfaction, well being and motivation is an integral part of human resources planning, as explained in section 4.1.

These mechanisms address both civilian and military concerns. The Annual Army Family Action Plan Symposium brings together military and civilian representatives to develop action issues for enhancing the quality of life for all the Army family. In the first year, three issues were developed for local action and one for higher headquarters. In the second year, there were four local and five for higher headquarters. The Better Opportunities for Single Soldiers initiative provides quick access to recreation and social opportunities for single soldiers.

The Morale Survey measures satisfaction and importance levels for numerous quality of life and work factors to provide quantifiable data on what is done well and what needs improvement. Quarterly meetings of Team Morale with the Command staff, the Labor Management Partnership Council, monthly union/management meetings and inclusion of the Union President in the Command staff meetings and on high level teams provide forums for raising and resolving concerns.

SSCOM leaders, its union and employees are engaged in a healthy dialogue to resolve issues in partnership and promote a high quality, productive work life. Actions undertaken have raised employee satisfaction levels (Figure 6.38).